



**KEIOS<sup>®</sup>**  
DEVELOPMENT  
CONSULTING

# OUR COMPANY

Multidisciplinary consulting company, providing planning, design and technical assistance services in our core sectors of urban and regional development, sustainable tourism and cultural heritage

[www.keios.it](http://www.keios.it)

We deliver  
**planning & design**  
services on the  
**global market**, in our  
leading sectors of expertise,  
in line with the **best**  
**international**  
**standards** contributing to  
the achievement of the

**Sustainable**  
**Development Goals**  
of the 2030 UN Agenda

# KEIOS

Keios is an independent company established in 1984 in Rome, Italy. Since then, we have successfully undertaken a wide range of development projects in different countries, ranging from countrywide strategies to individual site planning and design. Throughout the world, we have delivered high quality services in many areas including countries of the Mediterranean, the Middle East, Asia, Sub-Saharan Africa and the Caribbean.

Our services cover a full range of **planning** scales, from laws and policies, nation-wide masterplans, regional and urban plans, to urban upgrading and regeneration projects, destination development plans and feasibility studies. These activities are carried out in our leading sectors of sustainable tourism, urban development and cultural heritage, often with a holistic approach.

In our approach to **design**, we incorporate strong green building concepts and we aim at creating landmark projects that become “destinations” fully integrated within the surrounding context.

We always aim at sustainability by integrating a strong participatory approach with environmental conservation and economic development.

Our permanent team is composed of architects, planners, designers, managers, technicians and administrative staff. We work in collaboration with a well-established network of international partners sharing values, approaches and working methods. We are able to quickly mobilize high-qualified, multi-disciplinary teams in a wide range of disciplines through a number of resources, including a trusted inner circle of permanent consultants and a wide roster of experts.

In all our work, we are committed to understanding the challenges of our clients and delivering excellence in professional services, with a specific focus on contributing to the achievement of the Sustainable Development Goals of the 2030 UN Agenda.

# OUR SERVICES

We are committed to understand the challenges of our clients and deliver excellence in professional services, with a specific focus on contributing to the achievement of the Sustainable Development Goals of the 2030 UN Agenda

## Global footprint

We have successfully completed a wide range of development projects across four continents in our core areas of expertise, in line with the best international standards, contributing to the achievement of the Sustainable Development Goals of the 2030 UN Agenda.

## World Heritage Sites

Our work has taken place in several sites inscribed in the UNESCO World Heritage List such as the Charterhouse of San Lorenzo at Padula (Italy), the cultural heritage of Niger, the Medina of Fez (Morocco), the Walled City of Lahore (Pakistan), and the cities of Kandy (Sri Lanka), Berat (Albania) and Bethlehem (Palestine).

## Network

We work in collaboration with a well-established global network of international, regional and local partners sharing our values, approach and working methods.



## PROJECT MANAGEMENT

We ensure sound project management through a dedicated team providing continuous support from the home office to field operations. Backstopping services include organization, technical and financial management, detailed planning, management of changes, ICT services, logistics, site missions and document control.



## PARTICIPATORY APPROACH

We are able to design and implement participatory actions including public workshops, surveys and consultations aiming at encouraging community participation and raising public awareness. The participatory process is carried out in strict coordination with our clients/beneficiaries and is based on detailed stakeholders' analyses.



## QUALITY MANAGEMENT

We operate under an ISO 9001:2015 quality management system that applies to consulting services including technical assistance for development programmes, land and town planning, strategic and physical planning of development projects based on cultural heritage and sustainable tourism, architectural design of restoration, adaptive re-use and new buildings.



## GRAPHIC DESIGN

Whatever the project, good communication is essential. We support our projects with high quality visual materials, visual materials as 3D models, graphic layout of reports, project brochures for dissemination purposes, multi-media presentations and tailor-made web sites.

# OUR LEADING SECTORS



4 continents

28 cities

35+ countries

Focus on **sustainable tourism, cultural heritage, regional and urban development.**

A wide range of development projects in more than 35+ countries, ranging from countrywide policies and strategies to individual site planning and design.

ISO 9001:2015 certified for consulting services related to urban development, sustainable tourism and cultural heritage, land and town planning, architectural design of new buildings, adaptive reuse and restoration.



# URBAN AND REGIONAL DEVELOPMENT

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Our expertise in the field covers a full range of services including policies and strategies, master planning, urban upgrading and regeneration projects



Goriça quarter  
Berat  
Albania, 2018



# In urban projects, we are committed to “make cities and human settlements inclusive, safe, resilient and sustainable”, according to the 2030 UN Agenda for sustainable development.

## OUR EXPERIENCE

**Djibouti.** Urban upgrading plan for the Vietnam slum (Agence de Réhabilitation Urbaine et du Logement Social (ARULoS), 2021-underway)

**Djibouti.** Urban upgrading plan for the Djaga-Bouldhouq slum (Quartier 7) (Agence de Réhabilitation Urbaine et du Logement Social (ARULoS), 2021-underway)

**Djibouti.** Local development plan for North Balbala (Urban Rehabilitation and Social Housing Agency/WB, 2019-2020)

**Gabon.** Structure plans for the cities of Port-Gentil, Lambaréné, Mouila and Tchibanga (National Commission of Works of Public Interest/WB, 2018-2021)

**Albania.** Urban upgrading of Berat and Përmet (Albanian Development Fund/ WB, 2018-underway)

**Caribbean region.** Housing Sector Policy, Strategy and Operational Guidelines (Caribbean Development Bank, 2017-2019)

**Burundi.** Structure plans ofof Ruyigi, Rutana, Cankuzo and Mwaro (Ministry of Transport and Public Works/AfDB, 2017-2018)

**Caribbean region.** Urban sector Policy, Strategy and Operational Guidelines (Caribbean Development Bank, 2016-2018)

**Sri Lanka.** Urban upgrading of Kandy (Ministry of Urban Development/WB, 2015-2018)

**Jordan.** Wadi Araba Regional Development Master Plan (Jordan Valley Authority, 2015-2016)

**Bhutan.** Spatial Planning Act and Spatial Planning Standards (Ministry of Works & Human Settlement/WB, 2015)

**Djibouti.** Detailed urban plans of some areas of Djibouti-City (Djibouti Social Development Agency/WB, 2014-2016)

**Republic of Congo.** Structure plans of Brazzaville and Pointe-Noire (Water, Electricity and Urban development Project/WB, 2014-2016)

**Djibouti.** Structure Plan of Djibouti-City (Djibouti Social Development Agency/ WB, 2012-2014)

**Gabon.** Structure plan of Libreville (Ministry of Housing and Urban Development, 2008-2009)

**Mauritania.** Regeneration and modernization of Boutilimit (Project of the New city of Boutilimit, 2008-2009)

**Morocco.** Urban regeneration of the area 'Carrières Centrales' (Casablanca Urban Council, 2008-2016)

**Morocco.** Local development plan for the new urban centre of Chwiter, Marrakech (MAREMCO, 2006-2007)

**Morocco.** Local development plan for the new urban centre of Sidi Abdellah Ghiat, Marrakech (RIAD SULTAN, 2006-2007)

**Jordan.** Urban revitalisation of Ajloun, Jerash, Kaka, Madaba and Salt (The World Bank, 2004-2005)

**Italy.** Urban restoration of the ancient Marina quarter in the historic core (Municipality of Cagliari, 1999-2000)

## OUR SERVICES

**Surveys, analyses and assessments at national, regional and local level**

**Policies, legal frameworks, strategies and action programmes**

**Regional planning, structure plans, local plans, urban design**

**Capacity building and training**

**Environmental, social, and economic impact assessments**

**Pre-feasibility and feasibility studies**

**Digital mapping, thematic mapping, GIS services**

**Architectural design, building information modelling (BIM), 3D and 4D visualisation.**

**Graphic design and visual communications**



### Local development plan for North Balbala, Djibouti

The Integrated Slums Upgrading Project, funded by the World Bank, aims at supporting the Ministry of Housing in implementing strategic interventions and spatial planning tools to better manage urban upgrading of the informal neighbourhoods.

North Balbala is the western urban sector of the city of Djibouti, characterized by high rates of informal settlement, low access to basic public services (water, electricity, sanitation, drainage, garbage collection), health problems and low levels of education.

The overall objective of the assignment was to deliver an Urban Development Plan for North Balbala, as an operational tool to set out the main orientations for the urban and economic development of the area.

The plan incorporates effective and sustainable solutions that will serve as an operational framework for the upgrading of the slums and the improvement of the living conditions.



### Structure plans for the cities of Port Gentil, Lambarene, Mouila and Tchibanga, Gabon

Gabon is one of the most urbanized countries in Africa facing many issues in terms of rural exodus associated with uncontrolled space consumption and poverty.

The general objective of the assignment was to provide the four southern provinces' capital cities of Port-Gentil, Lambaréné, Mouila and Tchibanga with a structure plan which will guide their sustainable development, in socio-spatial as well as economic terms, by setting the main development orientations and determining selected development areas.

To reach this objective, a strong participatory approach has mobilized actors and stakeholders for a shared vision of development. Our approach also aimed at strengthening local capacities and at combining individual and collective initiatives with a shared vision of the future.



### Urban upgrading of Berat and Permet, Albania

Albania's cultural and natural heritage plays an important role in the social and economic development of the country. The Project for Integrated Urban and Tourism Development, funded by the World Bank, supports the Government of Albania to develop the economy and improve living conditions in its southern region through infrastructure projects.

The purpose of this assignment was to develop integrated urban design concepts for the two cities of Berat (a UNESCO World Heritage site) and Përmet including an investment program, preliminary and detailed designs and bidding documents for priority projects.

Actions include the upgrading of historic neighbourhoods, improvement of the public space, restoration of monuments and a coordinated signage and interpretation system.

The total investment is 15M USD for Berat and 5M USD for Përmet.



# TOURISM DEVELOPMENT

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Our experience in the sector ranges from national master plans to feasibility studies and design of specific tourism destinations



Lakka Beach  
Sierra Leone, 2019



A balance must be established between the environmental, economic, and socio-cultural dimensions of tourism development to guarantee its long-term sustainability.

OUR EXPERIENCE

**Uzbekistan.** Development of new sustainable tourism destinations (Fergana Valley, Bukhara, Surkhandarya, and Kashkadarya) (Ministry of Tourism/WB, 2021-underway)

**Indonesia.** Integrated Tourism Master Plan for Bromo-Tengger-Semeru National Park (Ministère des Travaux Publics, 2021-underway)

**Egypt.** Tourism sustainable development and post-COVID recovery (Egyptian Tourism Federation, 2021-underway)

**Palestine.** Sustainable tourism and visitor economy development of the Bethlehem Urban Area (Municipal Development & Lending Fund/WB, 2021-underway)

**Sierra Leone.** Development of tourism destinations (World Bank, 2019-2021)

**Saint Lucia.** Tourism strategy and action plan (Ministry of Tourism, Information and Broadcasting, Culture and Creative Industries/WB, 2019)

**Egypt.** Design review of Porto Phoenixe tourism resort in Marsa Alam (Al-Amar Group, 2018-2019)

**Lesotho.** National Tourism Master Plan (Ministry of Trade and Industry/AfDB, 2017-2020)

**Zimbabwe.** National Tourism Master Plan (Ministry of Tourism and Hospitality Industry/AfDB, 2015-2016)

**Rwanda.** Sustainable Tourism Master Plan (Rwanda Development Board/WB, 2013-2015)

**Ethiopia.** Mount Entoto tourist destination development in Addis Ababa (Ministry of Culture and Tourism/WB, 2012)

**Pakistan.** Development of sustainable tourism in the Gilgit-Baltistan region (World Bank, 2008-2009)

**Egypt.** National Sustainable Tourism Strategic Plan (Tourism Development Authority, 2007-2009)

**Greece.** Tourist residential compound in Corfu (Private owner, 2006)

OUR SERVICES

- Policies and legal frameworks
- Strategic plans, master plans and action programmes
- Site destination and physical development plans
- Product development plans and marketing studies
- Digital mapping, thematic mapping, and GIS services
- Site presentation and signage systems
- Environmental, social, and economic impact assessments
- Pre-feasibility and feasibility studies
- Architectural design, building information modelling (BIM), 3D and 4D visualisation
- Graphic design and visual communications



Tourism sustainable development and post-COVID recovery, Egypt

The Egyptian tourism industry, represented by the Egyptian Tourism Federation, has decided to take action to assist and support the efforts of the Government with the two-fold objective of drafting a refreshed strategy for the development of a mature, sustainable and responsible tourism industry while, in the short term, recovering from the negative impacts of the COVID-19 pandemic.

In this framework, the objective of this assignment is to support Egyptian Tourism Federation by developing a strategic framework for action and a product development strategy; identifying a set of priorities for tourism areas; and developing a portfolio of investment opportunities commensurate with new and emerging traveller profiles.



Sustainable tourism and visitor economy development of the Bethlehem Urban Area, Palestine

The WB is assisting the Palestinian National Authority in enhancing the capacity of five urban areas to plan for sustainable urban growth through the Integrated Cities and Urban Development Project. In this context, the purpose of this assignment is to formulate a Sustainable Tourism and Visitor Economy Development Plan to promote public and private sector investments in the visitor economy within the Bethlehem urban area, which includes the municipalities of Bethlehem, Beit Jala, Beit Sahour, Ad Doha, Al Khader and Artas.

Activities include a baseline assessment followed by a visioning and planning phase that will lead to the definition of a set of practical and implementable projects, programs and activities.

It is expected that the implementation of the plan will lead to enhancing the area's positioning as a world-class tourism and visitor destination while preserving the cultural and historical assets and promoting environmental sustainability.



Development of new tourism destinations, Sierra Leone

Sierra Leone's tourism sector is in a pre-emergent stage, with promising post-war growth cut short by the Ebola crisis. Through the Economic Diversification Project, the World Bank assists the Government to improve the general tourism environment, market access and tourism products.

The objective of this assignment was to support the evaluation, selection and design of public space upgrades in select tourism destinations. This has been achieved through a participative process started from a set of 12 potential destinations evaluated and prioritized to achieve a final selection of six destinations for which detailed project sheets have been developed for further support under the project.

The destinations include River No. 2 beach; York Village; Bonthe; Bureh Bbeach; Leicester Peak viewpoint; and the Tacugama Chimpanzee Sanctuary.



# CULTURE AND DEVELOPMENT

Cultural heritage is a non-renewable resource, and its exploitation for economic development must also be seen as an opportunity for its preservation



Signage system  
Fez  
Morocco, 2001



The complexity of development projects based on cultural heritage lies in finding the right balance between past and present, historic preservation and economic development. Managing such a conflict is a key challenge for this type of projects. We have a wide experience in the field of heritage-related projects. Our work has taken place in a variety of settings throughout the world, including several sites inscribed under the UNESCO World Heritage List.

OUR EXPERIENCE

**Sri Lanka.** Urban upgrading in Trincomalee, Dambulla, Kurungala and Ratnapura (Ministry of Megapolis and Western Development/ADB, 2019-2020)

**Georgia.** Urban upgrading of Abastumani (Municipal Development Fund/WB, 2018-2020)

**Cameroon.** Preservation and development of Douala's cultural heritage (Douala Urban Council / WB, 2009)

**Morocco.** Adaptive re-use of the Bab Makina monumental ensemble in Fez (Agence du Partenariat pour le Progrès, 2008-2009)

**Pakistan.** Sustainable development of the Walled City of Lahore: cultural heritage and tourism (The World Bank, 2005)

**Morocco.** Heritage trails in the Medina of Fez (Government of Morocco (ADER-FES)/WB, 2001-2005)

**Italy.** Restoration of the Santi Martiri church in Cerchiara (Lazio Region, 2003-2004)

OUR SERVICES

Policies, strategic plans and action programmes

Historical investigations, context studies, socio-economic analyses

Topographic and architectural surveys

Digital mapping, thematic mapping and GIS services

Pre-feasibility and feasibility studies

Design for restoration, rehabilitation and adaptive re-use projects

Site presentation, interpretation and signage systems

Graphic design and visual communications



Upgrading of the heritage town of Abastumani, Georgia

Abastumani is a tiny settlement along the Otskhi River, in the southern part of Georgia. Considerable part of the town presents strong historic and architectural values.

The architecture is a unique blend of European, Georgian and Russian style preserved from the 19th and early 20th century, with more than 120 heritage buildings.

The purpose of this assignment was to develop an integrated urban design concept, based on a clear and shared development vision, identifying an investment program and developing preliminary designs for priority projects, including the urban regeneration of the core area, the rehabilitation of the façades of 21 historic houses, the rehabilitation of the Roscha Park, signage and interpretation, with a total investment cost of 21 million USD.



Sustainable development of the Walled City of Lahore: cultural heritage and tourism, Pakistan

In the national context of Pakistan, the Walled City of Lahore stands out for the clashing contrast between the astounding cultural heritage and the poverty of the population.

The purpose of the feasibility study was to identify a project for the sustainable development of the Walled City by ensuring the preservation of cultural heritage while exploiting it as a resource to alleviate poverty and improve the living conditions.

The general concept included a pilot project, involving a portion of the Walled City, to showcase methods and benefits of the approach. The pilot area was the Royal Route, the trail that Mogul Emperors followed entering the Walled City to reach their Palace.

The project is currently under implementation by the Provincial Government of Punjab with assistance of the Aga Khan Trust for Culture. Following the launch of the project, a marked increase of foreign tourists has been recorded.



Heritage trails in the Medina of Fez, Morocco

The outstanding value of the Fez Medina has been acknowledged by UNESCO since 1981 by inscribing it in the World Heritage List. The city is an environmental, urban and architectural continuum of outstanding charm, great complexity and extraordinary beauty, with a surface of about 350 hectares, entirely pedestrian.

The WB funded an extensive program of rehabilitation of the Medina, including six thematic heritage trails of approximately 19.5 km, to support the visit of the historic medina.

The project included urban restoration, visitors' facilities, adaptive re-use of ruined buildings and rehabilitation of ten traditional ablutions.

Our activities covered the concept and detail design, cost-benefit analysis, works supervision and the preparation of a guidebook and a Medina map.

As per the World Bank official project completion report (2006), the project had a significant impact on the attractiveness of the Medina for cultural tourism.



# PUBLIC FACILITIES

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Public facilities contribute to the improvement of the living standards and socio-economic inclusion of local communities



Free zone of  
Grand Bassam  
Ivory Coast, 2017



We incorporate in our designs strong “green building” concepts, conceived not only as a high technology exercise: we believe that sustainability in design is achieved also by rediscovering and understanding traditional building concepts that can be re-proposed as founding elements in contemporary design.

OUR EXPERIENCE

**Ivory Coast.** Master plan for the Free Zone of Grand-Bassam (African Development Bank, 2017)

**Senegal.** Second University of Dakar (Ministry of Higher Education and Research/WB, 2013-2014)

**Ivory Coast.** Facilities to support the justice sector (CI/EU cooperation coordination unit, 2013-2014)

**Rwanda.** Kigali Cultural Village (Rwanda Development Board, 2011-2013)

**Italy.** Centre for the assistance to people with disabilities in Fonte (Ministry of Health, 2007-2008)

**Italy.** New highway patrol headquarters in Bologna (Ministry of Public Works, 2006-2007)

**Italy.** Infant school and nursery school in Crevalcore (Municipality of Crevalcore, 2006-2008)

**Italy.** Renewal of the pharmacy of the Dermatologic Institute of the Immacolata in Rome (EDILDERDES, 2006)

**Italy.** Common services buildings in the port of Taranto (Port Authority, 2003-2006)

**Italy.** New building of law and economics faculties (University of Cassino, 1997-2004)

**Italy.** Feasibility study for the realization of the Polytechnic of the Mediterranean (Regione Siciliana , 2002-2005)

**Italy.** New Fire Brigade Headquarters in Piacenza (Ministry of Home Affairs, 2001)

**Italy.** Social centre (Municipality of Avigliano, 2001)

**Italy.** Renewal of five subway stations (Rome Municipality, 2000-2001)

**Italy.** New Ministry of Finance headquarters in Bologna (Ministry of Public Works, 2000)

OUR SERVICES

Pre-feasibility and feasibility studies

Topographic and architectural surveys

Architectural design, building information modelling (BIM), 3D and 4D visualisation

Graphic design and visual communications



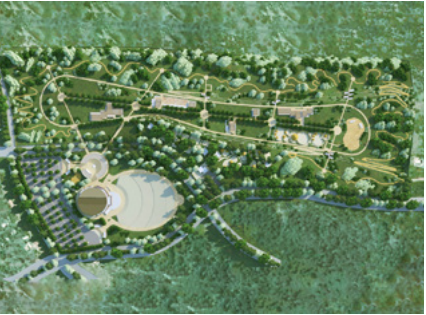
Second University of Dakar, Senegal

The Second University of Dakar aims to be an educational infrastructure delivering excellence in education and research. Particular emphasis will be placed on science, technology, business, economics, management and social science in connection with the labour market, contributing to national development and poverty reduction. The university will host 30,000 students, a third of these will be residents on campus. The university is established on several sites, with a total area of about 213 ha, in the new urban centre of Diamniadio, of which the university will become the distinctive activity. The activities included the preliminary studies, the development of the educational concept, the development of the urban and architectural concept, and the preparation of a business plan for the construction and maintenance of the campus as a PPP. The project is currently under implementation.



Master plan for the Free Zone of Grand-Bassam, Ivory Coast

The first-ever Ivorian Free-zone, namely the Free-zone of Biotechnology and ICT (ZBTIC) has been launched in the framework of the new National Development Program 2016-2020, aiming at stimulating a sustained and inclusive growth, driven by the private sector, as well as structural transformation of the economy. The ZBTIC swill host hi-tech industries with a high potential for growth and job creation. The ZBTIC is placed in proximity of the town of Grand-Bassam, a seaside destination and UNESCO World Heritage Site, not far from Abidjan. In this context, the African Development Bank supported the implementation of the ZBTIC through technical assistance to VITIB SA, a joint venture of the government with national and international private partners. Our services included urban, engineering and architectural studies for the development of the area and the preparation of 3D and 4D models of the whole project.



Kigali Cultural Village, Rwanda

The Government of Rwanda has been investing in tourism facilities to diversify the country's tourism products and improve the experience of visitors. The establishment of the new Kigali Cultural Village (KCV) is part of this programme. The vision of the KCV is to be a landmark within the city of Kigali, showcasing traditional architecture, emphasizing Rwandan heritage and expressing the country's social life and environment. The project concept rests on the idea of a low-density, multifunctional park, on approximately 30 ha, integrating a range of facilities, venues, programmes and services. Different thematic areas will guide visitors in the fruition of the site, letting them experience Rwanda's nature, culture and history. Our activities included the overall master plan and the architectural design of all the facilities. Works are currently under implementation.





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ASSOCIATO  
**oice**

Associazione delle organizzazioni di ingegneria  
di architettura e di consulenza tecnico-economica



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